

Portfolio of expertise

PASSENGER RAIL



Connecting new lines, together.



Drawing from our long experience as a multimodal operator, we look forward to assisting you with the construction and optimization of your mobility systems and services.

Our ambition is to develop with you, in a genuine spirit of partnership, customized, safe, effective and responsible transit solutions that are adapted to your needs and constraints and closely in tune with customer expectations.

The mobility of the future will be personalized, autonomous, connected and electric. This is our firm belief. Innovation is at the heart of our approach, in order to constantly improve the performance of public transportation services and make the promise of “new mobilities” a reality, for everyone.

As well as uncompromising safety, which is our credo, our overriding concern is the satisfaction of our customers and the quality of their experience. Every team member in the Group engages on a daily basis to meet these challenges and implement solutions both for today and for the future...»

Thierry Mallet
Chairman & Chief Executive Officer

Operating **integrated rail services** worldwide

Escalating fuel prices, rapid population growth and substantial traffic congestion are increasingly causing city planners to look toward integrated rail services for a solution. These railway solutions, connected to a multitude of other modes of public transportation, are made up of a diversity of passenger rail services, including:

- > Commuter rail – trains connecting downtowns with suburban areas.
- > Regional rail – contracted rail services connecting large, medium-sized and small cities.
- > Long-distance rail – train services operating long-distance to connect across regions and cross borders.



Current international trends indicate that passenger numbers have entered a substantial growth period in major cities in Europe and Australia, as well as in certain American cities. Overall, short-distance rail travel currently accounts for around 90% of total passenger volume across Europe, however it accounts for 60% when looking at passenger kilometers. At the same time, long-distance travel has been undergoing slow but steady growth over the past decade.

This market growth requires a range of new rail developments and service upgrades to meet future demands, including new high-speed railways, transitioning from Diesel Multiple Units (DMUs) to electrification, and capacity enhancements, particularly for commuter rail.

Irrespective of the type of passenger rail service, today's customers seek a comfortable, accessible and dependable experience with short travel and waiting times. For rail operators, this means delivering reliable, frequent and interconnected services with high onboard comfort and quality amenities such as Wi-Fi, electrical outlets, work spaces and comfortable seating.

Market liberalization and competitive procurement opportunities foster quality of service and superior performance as they combine the goal-setting and oversight of public authorities with the efficiency and innovation of private enterprises. It is a successful partnership model because it brings forth the respective strengths of the private and public sectors to respond to added pressure on quality and performance.

Transdev is a well-positioned and experienced partner for integrated high quality rail services. With over 150 million rail passengers per year, we serve people on the move through an innovative approach to mobility. Our implementation and operation of integrated rail solutions connect people, communities and regions, ensuring a sustainable future for all.



Good reasons to choose Transdev



Partnership

In it together

1 Political decision-makers are confronted by several challenges due to traffic congestion and other environmental issues. The emergence of regions as a leading political force in transportation policy is also a reason for Transdev to help develop new partnerships with providers of engineering services, infrastructure, rolling stock, and digital services. We are here to transform your ambitions into everyday performance. We can advise you about rail system design, infrastructure maintenance, customer experience, and more.

Training

Investing in people

2 With the help of a network of training centers worldwide, Transdev provides a collaborative, values-based work environment in which employees receive initial and recurrent training. In 2017, over 107,000 training sessions totalling 2 million training hours took place, of which 18% were dedicated to safety. Rail employees receive specialized theoretical and practical training supported by train driving simulators to ensure their continued ability to effectively and safely perform in their role.

Ridership

We fill empty seats

3 We have pioneered ridership growth efforts around the world. In Sweden, our commercial line linking Malmö and Stockholm has experienced a large increase in ridership: +73% passengers between 2011 and 2017. In Auckland, New Zealand rail travel has more than tripled in the decade we have been operating there. Targeted marketing campaigns developed by international and domestic marketing teams have delivered special benefits to specific customer segments, attracted more customers and generated more revenue. We know how to build integrated systems where buses connect efficiently with trains, building ridership through reduced journey times and smooth connecting services.

Customer care

A rail passenger focus

Customers want to get where they are going quickly, comfortably, and safely. In order to provide a high quality of service, we regularly train our employees and measure customer satisfaction through surveys devised especially for rail services. Going for Care – Transdev’s customer care program – provides our staff with the skills and tools to understand customer needs and deliver an outstanding customer experience.

Through LISTEN, our proprietary customer feedback program, we respond and act on service complaints or comments. We improve communication with customers throughout their trip, delivering real-time information through mobile devices and onboard signage.

Environment

We measure and track our impact

Managing our clients’ assets in a low-carbon economy is a reality we meet on a daily basis. Transdev has an industry- leading environmental management system which ensures that we meet and exceed all regulatory requirements. We measure our emissions and our carbon footprint, and are implementing aggressive programs to reduce both, by testing new locomotives and driving techniques that are more environmentally friendly. In Auckland, New Zealand, we have a carbon calculator on our website to show our customers how their rail journey benefits the environment compared to a car journey over the same distance. Our trains in Sweden are equipped with onboard real-time reporting programs that help drivers implement eco-driving techniques while increasing train punctuality and reducing paperwork. We employ green methods of doing our jobs in our rail offices, rail stations and rail shops.

Transparency

Reporting performance

We are always open with our operations and our data. We operate best when we can share what we do and how we do it with our clients. In order to do so, we have developed a comprehensive performance reporting system with clear and simple dashboards that are available in real time.



Safety

Our credo – Uncompromising safety

Maintaining the safety of our employees and customers is the most important thing we do every day. We measure, analyze, and communicate, without exception, using our Group Safety Management System. We audit and continually challenge ourselves. We rely on a team of global experts and national safety managers who constantly expand our knowledge base in areas such as security, reduction of employee and passenger injuries, training of staff, regulation and procedure control. We deliver proprietary programs and trainings for enhancing a safety culture. For example, in 2017 we launched a safety training for managers (1 hour e-learning course) completed in May 2018 in all countries where Transdev operates (more than 3,500 managers). Our credo, Uncompromising Safety, is our commitment to a safety culture which makes safe and secure operations the top-of-mind priority for each employee.

Expertise

We know rail

As one of the world’s largest private operators of commuter and regional rail services with over 150 million rail passengers per year, as well as subways and light rail systems, we have the expertise and the experience. Our roots are deep in the rail industry, as we have both launched brand new systems and taken over existing ones on three continents. Every day, Transdev teams manage, drive, maintain and dispatch thousands of trains. They sometimes also manage and maintain the infrastructure they run on. Professional planning tools allow us to make the vehicle and the roster very productive. All of that know-how will be focused on enhancing your rail services.

Rail from A to Z

To get a train to a platform at a specified time is the product of a complex set of interdependent processes that goes beyond the operating system. Mastery of all aspects of these intricate and comprehensive sequences is what distinguishes Transdev's rail services.



Through its subsidiary Transamo in France, Transdev possess the in-depth knowledge of projects and systems over their entire lifecycle. This know-how includes transport planning and feasibility studies, technical expertise (rolling stock, depots, safety, ticketing and information systems, assets management and operation) and project management.

We work as a trusted partner with local governments and public-sector bodies to assist with design and project execution pertaining to engineering, financial, administrative and operability aspects. In Mulhouse, France, Transamo assisted in implementing the first interconnected tram-train service in the country, inaugurated in 2010.

Through VTMI, our North American subsidiary, we provide an integrated collection of railroad maintenance, project oversight, and construction services. Since 2009 we have provided maintenance services for for 5 different subdivisions of the Southern California Regional Rail

Authority, consisting of over 624 km of track, structures and rights-of-way. Leveraging experienced track engineers, civil engineers and construction teams, we develop long-term relationships through ongoing planning and maintenance solutions.

Our expertise in multimodality is an asset: we integrate our rail services with other modes of transportation to provide a seamless travel experience. In Malmö, Sweden, we operate effective, integrated urban and inter-city train, bus and coach services. To ensure perfect connectivity Transdev also manages multimodal transit hubs and Park & Ride facilities.

Transdev has the experience to know how this all fits together, from A to Z. Whether we only have responsibility for one or two components of a rail system, contribute to the delivery of major upgrades or manage an entire integrated regional transportation system, we have a successful track record of collaboration and partnership with other operators and contractors.



At Transdev, we are committed to the belief that rail is the future. Opportunities for new rail services, extensions and upgrades such as electrification of existing systems are emerging worldwide. Whether it is commuter, regional or long-distance services, cities and regions see trains as the route to mobility: key to ensuring economic, environmental and social vitality.



As an operator and global integrator of mobility,
**Transdev gives people the freedom to move whenever
and however they choose.**

We are proud to provide 11 million passenger trips everyday thanks to efficient, easy to use and environmentally-friendly transportation services that connect people and communities.

Our approach is rooted in long-term partnerships with businesses and public authorities, and in the relentless pursuit of the safest and most innovative mobility solutions.

We are a team of people serving people, and mobility is what we do.

We are the mobility company.

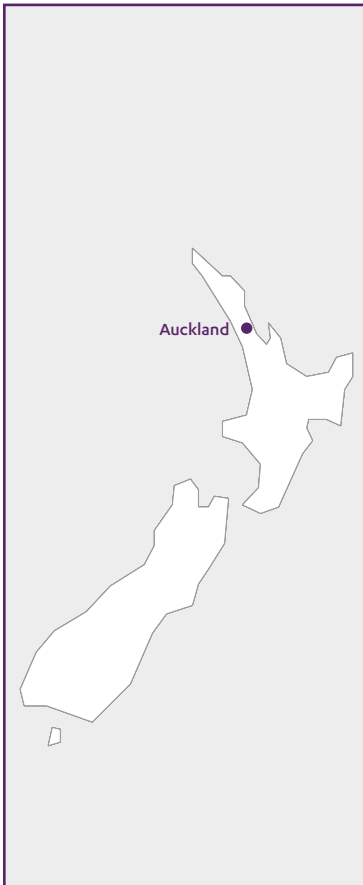


Group Client Department
www.transdev.com



Auckland (New Zealand)

AUCKLAND COMMUTER RAIL NETWORK - Longstanding partner in a network's modernization



Contract facts

TRANSIT AUTHORITY
Auckland Transport

OPERATOR
Transdev Auckland

OPERATION START
2004

Key figures

NETWORK
96 km of track
38 stations

SERVICE
3,715 weekly services

RIDERSHIP
20 million passenger journeys/
year

KILOMETERS TRAVELED
5.1 million km/year

VEHICLES
57x3 car EMU sets
8 DMU trains

STAFF
583 employees

Context

Significant investment has been made by regional and central governments in Auckland's rail network since 2006. Key improvements have included track, signal and station upgrades and the electrification of the network to support the development of a high-frequency train service. The transition to a new electric fleet and the introduction of a new electronic ticketing system were done while delivering additional train services to meet demand in a rapidly growing city.

Transdev's answer

Continuous service improvements

- › Manage the introduction of the new electric fleet with international Group support, as well as the implementation of the integrated ticketing system with a full-time project manager.
- › Refine network performance by monitoring and improving systems and processes, infrastructure performance, customer communication and behavior, and staff performance.
- › Use an online process management application called Promapp to improve processes across the business and assist with gaining ISO accreditation.

A customer-centric business strategy

- › A comprehensive review of the business has seen a greater focus on the customer experience.
- › Transdev Customer Experience (T.ex) strategy utilises Transdev operational and customer service staff, who work across the network.

Objectives

- › Deliver an excellent customer experience for Auckland's rail commuters.
- › Minimise disruption to rail customers during the electrification of the network.
- › Assist Auckland Transport with the implementation of its integrated ticketing system AT Hop, the first mode in Auckland to do so.
- › Provide cost effective train services that exceed stakeholder expectations.
- › Deliver new timetables and capacity to meet rising demand and additional services for special events.

Team members place themselves in the role of the customer, utilising their operational knowledge to identify opportunities to improve the rail customer experience. T.ex staff report improvements ideas, which are evaluated and prioritized to improve the overall customer experience.

Community Engagement

- › Strong focus on customer safety, working with AT Transport Officers to increase the security of our staff and trains.
- › Support of the New Zealand Track Safe Foundation and KiwiRail and in particular Rail Safety Week held each year in August.
- › Since 2004, all employees have received training in disability awareness and assisting customers with varying mobility requirements. Transdev Auckland is a member of Auckland's Public Transport Accessibility Advisory Group and supports the annual United Nations International Day of People with Disability.

Results

- › Improved customer satisfaction: from 79% in May 2007 to 93.7% in 2017.
- › Customer complaints per 100,000 passenger journeys decreased from 22.3 in 2012 to 7.8 in 2018.
- › Record ridership increase: 20 million trips in 2018 against 2.7 million in 2004.
- › Punctuality improvements from 77.2% in 2004 to 97.55% in 2018.
- › Total recordable injury rate has decreased from 77.22 per million hours worked in September 2015 to 19.00 in July 2018.
- › Achieved certification for ISO 9001, 14001, BS OHSAS 18001 and AS/NZS 4801 and compliance with ISO 31000 in just 18 months.
- › SPADs: decrease from 6.93 per million train km in September 2013 to 1.24 per million train km in July 2018.

Wellington (New Zealand)

WELLINGTON COMMUTER RAIL NETWORK - Partnering to develop and grow the rail network



Contract facts

TRANSIT AUTHORITY
Greater Wellington Regional Council

OPERATOR
Transdev Wellington

OPERATION START
July 2016

Key figures

NETWORK
154km of track
49 stations
Service
Over 2,000 services each week

RIDERSHIP
13 million passenger journeys per year

KILOMETERS TRAVELED
3.22 million km/year

VEHICLES
83 EMU, 24 Diesel

STAFF
430 employees
560 employees

Context

In 2016 Transdev Wellington (TDW) began operating the passenger rail network under the Metlink brand on behalf of the Greater Wellington Regional Council (GWRC). TDW's operations are the first example of a new Public Transport Operating Model that was developed by the Ministry of Transport of New Zealand. A key feature of the new model is an emphasis on TDW, GWRC and KiwiRail (as infrastructure owners) taking a partnering approach to the planning and delivery of services across the region.

Transdev's answer

Service delivery improvements and transparency

- › Creation of a centralized Service Control Center with space for monitoring services on the network, a crisis area for service disruptions and Rail Monitoring Centre for direct contact with the security team.
- › Continual improvement in operator - influenced performance measures and KPIs.
- › Compass to be implemented to improve attribution and increase information on root cause of delays and disruption.

Customer service improvements

- › Stellar Customer Satisfaction Survey results, with overall satisfaction at 80%, with helpfulness and attitude of train staff 83%, and 83% of passengers likely to recommend the service to others.
- › Introduced "Meet Our Manager" events so that customers have personal interaction with the rail management team, including the client Greater Wellington Regional Council.

Staff Engagement

- › Monthly staff briefings keep staff informed about what is going on in the business, and give

Objectives

- › Successful transition of 400+ staff and assets from the incumbent operator KiwiRail
- › Deliver consistent punctuality performance contractually set-out by the PTA at 95%.
- › Plan and introduce rostering of staff to provide more frequent services and increase overall patronage across the network.
- › Minimize fare evasion and ticket offences on the network.
- › Maintain the partnership principles developed and agreed upon by TDW, GWRC and KiwiRail.
- › Respond in partnership with GWRC when timetable and improvements to public transport in the region occur.

them a chance to ask questions face to face with Management.

- › Roadmap presentations to all staff with two people leaders explaining the business, our contract, and how everyone in the team contributes to our success.

Modernizing our business

- › The introduction of a Transdev app, My Transdev, a new tool to engage with staff who are geographically dispersed, without work phones or regular computer access. TDW engages with and provides information to them on a 24/7 basis, including rosters, operational information, disruption messaging and employee handbook information. Staff can also share stories or ask questions through the app, providing further opportunities to connect at all levels of the business.
- › Use of an online process mapping system, ProMapp, to document and share processes with staff.
- › State of the art training facility centered around a driver simulator and on line training interface.
- › Achieved ISO certification in 9001 Quality, 14001 Environment, 18001 Health and Safety Management Systems.

Results

- › Customer Satisfaction Survey of 80%.
- › More than 1,000 seats in each peak.
- › Digital timetabling app for better on time performance.
- › Performance KPI on track including our revenue protection targets.
- › Excellent staff retention and gender balance.
- › Greater staff performance through enhanced training programs and facilities.

Lyon (France)

RHÔNEXPRESS – A tram-train link between the city and the world



Contract facts

TRANSIT AUTHORITY
SYTRAL – Lyon Metropolitan Area Transport Authority

OPERATOR
Transdev

CONSORTIUM
28% Transdev
35% VINCI
37% Caisse des Dépôts

CONTRACT START
August 2010

CONTRACT DURATION
30 years

MANAGED ACTIVITIES
Project development
Operation and maintenance
Customer service
Ticketing
Marketing and sales

Key figures

SYSTEM
22 km of track
4 stations

SERVICE
7 days a week from 5 a.m. till midnight
Every 15 min. during peak hours (6 a.m. – 9 p.m.)
Every 30 min. off-peak

RIDERSHIP
3,600 trips/day

VEHICLES
6 Stadler Tango vehicles with a maximum speed of 100 km/hr

STAFF
76 employees

Context

Lyon, a metropolitan area of 1.35 million people at the heart of a major tourist and economic region, was seeking to improve transfers to and from Lyon Saint Exupéry international airport. There was also a crucial need to relieve pressure on Lyon's central train station by encouraging passengers to access regional and national rail links directly from the airport's high-speed train station.

Transdev's answer

A creative transportation solution

The Rhônexpress tram-train is France's first express rail service directly linking a city center to an airport. As a "train" it features high commercial speed (up to 100 km/hr) while as a "tram" it can take advantage of the existing urban light rail network to reach the city center.

Result: The 22 km link required only 7 km of new track construction. The airport link shares the control center with the urban light rail system.

Integrated coordination of public transit

Some segments of the track are shared by the urban light rail system and the Rhônexpress tram-train. A joint traffic control center regulates the operation of the two systems to:

- › Coordinate departures of both lines.
- › Manage three passing areas in each direction to overtake the urban light rail vehicles.

Comfort and convenience

Passenger needs were taken into account when designing each aspect of the service:

- › Departures every 15 minutes between 6 a.m. and 9 p.m. The last departure is guaranteed, even in the event of flight delays;
- › Vehicles are specially equipped for airport travelers, offering comfortable seats, free wifi, power outlets for charging laptops and mobile

Objectives

- › Create a flexible, innovative public-private partnership.
- › Deploy a fast, efficient and attractive transfer solution with the tram-train.
- › Draw on Transdev's expertise in design, construction, operation and customer focus.

- › devices, luggage racks, and tables;
- › The stops along the line offer easy transfer to high-speed rail, bus, metro, light rail and air travel. 67% of customers connect to other modes of transportation;
- › Tickets are available on board, from ticket vending machines at the stops, via the mobile application, conventional website or from one of the many retail partners;
- › A variety of additional services are available on board, including taxi reservations, online newspapers and magazines, books, information about events, and the Lyon City Card.

Customer focus

- › A Rhônexpress representative is always on board.
- › LISTEN, the Transdev program for efficiently managing customer feedback has been deployed to address efficiently passenger concerns.
- › The Transdev "Effort Score" methodology was deployed in 2015 to assess ease in traveling.

Real-time passenger information

- › Display screens on board enable passengers to keep track of departures and arrivals of high-speed trains and flights in real time.
- › Passengers can receive SMS alerts in the event of incidents or traffic disruptions.

Results

- › High rate of satisfaction: 95%.
- › 34% ridership increase from 2011-2017 reaching 1.39 million customers per year.
- › 7,500 trips/day during the peak of the Lyon Festival of Lights.

Mulhouse (France)

SOLÉA - An innovative tram-train solution



Contract facts

TRANSIT AUTHORITY
M2A Mulhouse Alsace
conurbation
Grand Est Region

OPERATOR
Soléa, a semi-public
undertaking

ACTIVITIES MANAGED
Tram-train
Urban transit system
(bus and light rail)
Transdev (80%)
Contract SMTP

Key figures

33 municipalities +
252,000 inhabitants served

SYSTEM
1 tram-train line
21 km of track
11 stations

SERVICE
73 full journeys per day

KILOMETERS TRAVELED
0.47 million km/year

VEHICLES
12 tram-trains, each
with a maximum speed
of 100 km/hr and
a capacity of 230 riders.

STAFF (tram-train)
27 employees
including 15 drivers

Context

The Thur Valley in southern Alsace is the focal point of many remote towns and villages in the region. Before 2011, road traffic there was highly congested and daily commuters working in the Mulhouse metropolitan area accounted for 80% of it.

The local authorities set an ambitious goal: to implement an effective, high performance transit solution that would connect and revitalize valley communities, businesses and services while reducing gridlock and CO₂ emissions.

Transdev's answer

France's first interconnected tram-train

The project featured many technical and contractual innovations and each partner helped to make it a success. The regional and municipal authorities brought vision and support to the table. Transdev worked closely with partners like public rail operator SNCF Mobilités, the rail infrastructure manager SNCF Réseau, and power utility EDF, as well as technical experts from its subsidiary Transamo, a consulting and engineering firm involved from the preliminary design phase onward.

- › Transamo, responsible for technical development and the operational success of the light rail system, was entrusted with the design work, drafting the operating procedures and integrating the urban transit infrastructure and the rail network.
- › Soléa's training instructors and drivers teamed up with their SNCF counterparts to ensure full compliance with train/light rail driving procedures and to co-supervise operations from two control centers.
- › Transdev and EDF jointly developed an energy program called «Équilibre» to power the light rail and tram-train system with electricity from renewable sources.

Objectives

- › Open up a new corridor for rapid, integrated transit with intermodal connections linking residential zones, small local businesses and the natural beauty of the Vosges regional park.
- › Optimize use of the existing rail network to reduce costs for the local authorities and introduce new synergies in the areas of pricing, operations and energy.
- › Reduce road congestion and improve environmental performance.

Developing mobility

Adding only four kilometers of tram-train track has created new links. An additional 6,500 highschool students now have access to the tram-train at the Thann stop at one end of the line, and the other end now serves 6,000 university students and close to 700 businesses in the town center. The solution is intermodal and includes:

- › 600 new parking spaces and 250 secure bike parking spaces;
- › 11 stops connected directly to the light rail system;
- › The launch of a third light rail line and the reorganization of three bus lines to facilitate connections with the urban transit system;
- › Links with the regional and national rail networks, including high-speed trains.

Convenient, multimodal tickets

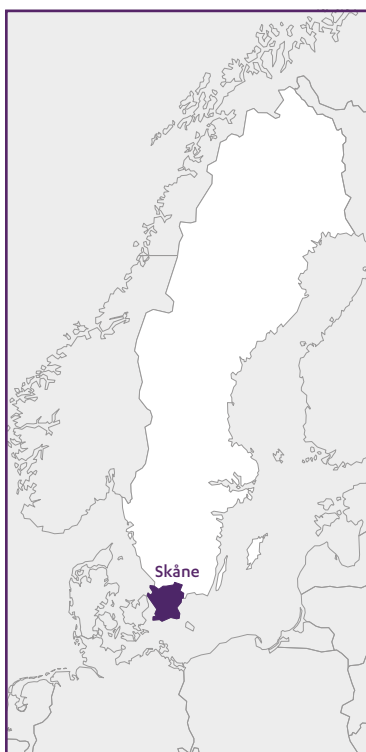
It is now possible to ride the entire urban transit system on a single ticket. The various tickets on offer – ranging from one-way to a monthly subscription – can be purchased at ticket vending machines, Soléa branch offices or approved ticket retailers. Our offer is part of the innovative Mobility Account deployed at urban level, giving access to passengers to bike sharing, car sharing and parking services with a single user account.

Results

- › CO₂ emissions reduced by about 5,200 metric tons a year.
- › 500,000 passengers in 2017.
- › On-time performance of more than 98% for the first year of operation.
- › 25% reduction in travel time for students commuting to/from Thann and the university in the center of town.

Skåne (Sweden)

ÖRESUNDSTÅG - The largest binational commuter rail system in Europe



Contract facts

TRANSIT AUTHORITY
Öresundståg AB

OPERATOR
Transdev Sverige AB
CONTRACT START 2011
(renewed in 2014)

ACTIVITIES MANAGED
Operational Control Center
Operations (train engineers and
onboard staff)

Key figures

SYSTEM
840 km of track (one way)
54 stations
38 towns

SERVICE
3 main connections
Copenhagen/Malmö –
Gothenburg, Kalmar,
and Karlskrona

RIDERSHIP
25 million trips/year

KILOMETERS TRAVELED
12.2 million train km/year

VEHICLES
111 (X31 Bombardier)

STAFF
540 employees

Context

Öresundstågen is one of the most complex commuter rail networks in northern Europe, serving two countries (Denmark and Sweden) and the larger cities in the region including Copenhagen, Malmö, Gothenburg, Karlskrona and Kalmar. The operation is divided in two parts between the countries: in Denmark service is provided by the Danish Railways (DSB), while in Sweden the service is coordinated by a regional transit authority and operated by Transdev. The rail-link serves as an important connector of the transnational metropolitan Copenhagen – Malmö area, a strategic hub for economic development in Scandinavia.

Transdev's answer

A complex and high-density commuter rail service

High quality and continuous improvement are key for Transdev. The contract with Öresundståg AB includes incentives relating to customer satisfaction, punctuality, and replacement services. Penalties are stipulated in case Transdev fails to deliver, e.g. cancellations, wrong information, wrong number of staff on board or missing reports. Yearly audits are also done by Öresundståg on how well Transdev manages internal processes and operations. This is done in accordance with the SIQ model, a customer-focused quality model that was also applied for the tender evaluation. Penalties are issued in case deviations to the model are detected.

Delivering a positive passenger experience

- › A customer satisfaction survey is conducted twice a year, in addition to the PTA measurements.
- › Focus has been put on the daily cleaning of the vehicles.
- › Regular "Meet Öresundståg" sessions are

Objectives

Öresundståg AB was created by the 6 regional transit authorities, Blekingetrafiken, Hallandstrafiken, Kalmar Länstrafik, Länstrafiken Kronoberg, Skånetrafiken, and Västtrafik, in order to:

- › Facilitate cross-regional commuting;
- › Coordinate planning, maintenance, quality, sales and marketing for the complete Öresundståg's system;
- › Deliver high quality to passengers, something that is reflected in the contract with the operator.

- › organized to give passengers a chance to talk directly to the operator and the PTA.
- › Service trainings for all staff onboard have been delivered.

Ensuring operational performance

- › Plans to minimize disturbances. This was a real challenge during 2016 and still continues to be to some extent, due to the border and ID controls between Denmark and Sweden. Border controls are still carried out on the first stop in Sweden, which can cause trains to be up to 6-7 minutes late in the northern direction.
- › Works with SMART driving – a program for eco-driving to reduce energy consumption and at the same time increase passenger comfort and reduce stress from drivers.
- › Conducts internal audits to ensure that all processes are followed.
- › Provides replacement services through Bussakuten, a specialized Transdev Sweden business unit.
- › Engages and encourages staff members in providing fresh ideas to the management through Innov'box, a Transdevs' platform for idea generation.

Results

- › Customer Satisfaction 2017 of 7.12, against 6.77 in 2011 at the contract's transition.
- › Other aspects have reached their highest points in 2017 since the beginning of surveys since 2009: Satisfaction with onboard staff: 7.82 vs 7.54 in 2011; Satisfaction with passenger information: 7.0 vs 6.57 in 2011; Satisfaction with punctuality: 6.89 vs 6.18 in 2011.
- › On-time performance 2017: 89.93%.

Malmö – Stockholm (Sweden)

SNÄLLTÅGET - First private long-distance train service in Sweden



Contract facts

TRANSIT AUTHORITY
None; operated under full commercial risk.

OPERATOR
Transdev Sverige AB

OPERATION START
2007

Key figures

NETWORK
1,850 km of track
15 stations

SERVICE
4-8 departures/day

RIDERSHIP
700,000 passengers/year

KILOMETERS TRAVELED
1.2 million km/year

VEHICLES
5 electric locomotives,
43 coaches
6 restaurant coaches

STAFF
55 employees

Context

The Malmö-Stockholm long-distance rail service, Snälltåget, is operated entirely on ticket revenues and does not receive any subsidies from the government. Transdev is the first operator that has taken advantage of the opportunity to run rail services at full commercial risk when the Swedish railway market was partially deregulated on July 1st, 2007. Since then, Transdev kept pace with growing market demand by running night trains, weekend trains and, since 2010, daily trains. Transdev is fully responsible for setting prices, traffic scheduling, onboard service, customer service, marketing and promotion activities, and everything related to operational production planning to ensure traffic service delivery.

Transdev's answer

- › Offer good value for money and a pleasant travel experience through customer-oriented onboard staff.
- › Since Snälltåget started with daily departures on the Malmö-Stockholm line, the average ticket price on the route has decreased, directly benefiting all train travelers.
- › The trains have charming restaurant wagons where meals are served on crockery at the table.
- › Snälltåget offers free wifi and mobile phone and computer charging.
- › Possibility to book your own compartment.
- › An easy and customer-centered booking site, on the web or on mobile.

Objectives

- Provide a pleasant travel experience that offers value for money. This requires:
- › A cost-effective organization;
 - › A traffic planning that maximizes the capacity of each departure;
 - › An increase in ridership by enhancing comfort and adding departure times;
 - › Maintain a customer satisfaction level above 85%.

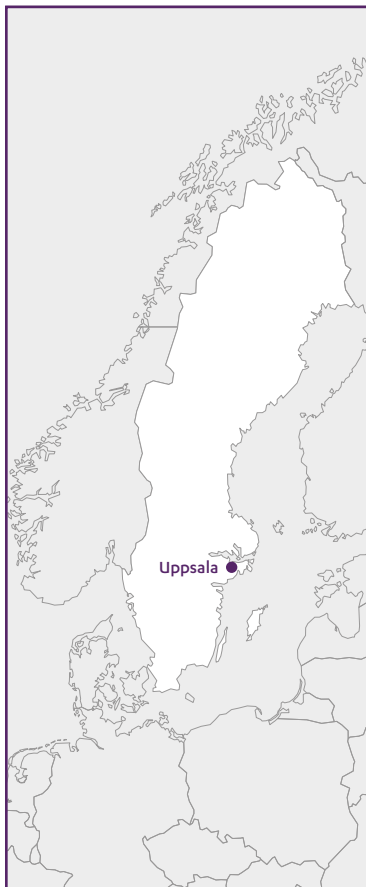
- › Guaranteed seating; the option to choose seating via the webpage is also provided.
- › During winter season Snälltåget offers night trains from Malmö via Stockholm to the ski resorts Åre and Vemdalen in the north of Sweden.
- › During spring and summer, Snälltåget also runs from Malmö to Berlin, Germany, offering a unique travel experience, as part of the journey involves crossing the Baltic Sea by ferry between Trelleborg and Sassnitz.
- › In 2017 Snälltåget launched newly refurbished coaches between Stockholm and Malmö in order to offer increased comfort to travelers.

Results

- › 73% ridership increase from 2011 to 2017.
- › Over 90% percent of tickets are bought online.
- › 90% satisfaction rate.

Upptåget (Sweden)

UPPSALA REGIONAL RAIL -
One of the most dynamic
regional train networks in Sweden



Contract facts

TRANSIT AUTHORITY
UL

OPERATOR
Transdev

OPERATION START
2017

Key figures

NETWORK
205 km of track
19 stations

SERVICE
2 main connections from
Uppsala to Sala and Tierp/Gävle

RIDERSHIP
4.3 million
passengers/year

KILOMETERS TRAVELED
3.8 million km/year

VEHICLES
15 (11 X50 and 4 X11)

STAFF
124 employees

Context

The Upptåget regional train network is one of the most dynamic in Sweden. Upptåget goes through the Uppsala region, and continues to Upplands Väsby in the Stockholm region and Gävle in Gävleborgs region. Since its creation in August 1991, Upptåget has never stopped growing. In 2012 the new line Uppsala-Sala was opened and in 2017 a double track tunnel was opened in Uppsala in order to increase the passenger train capacity in the region. In a sign of the good health of the network, UL, the Public Transport Authority in the Uppsala region, decided to invest in 8 new double-decker trains produced by the Swiss company Stadler, which will be progressively integrated into the traffic beginning in late 2019. Upptåget is also one of the fastest regional trains in Sweden. On some sections of track, trains can reach 200 km/h. Transdev has operated Upptåget since September 2017.

Objectives

- › Increasing ridership: the contract with UL includes incentives for increasing the number of travelers, with a clear objective for the Uppsala region of doubling the number of passengers in the public transport network by 2020 with a contribution from Upptåget.
- › Joining forces to turn ambition into reality: a strong cooperation between the UL and Transdev was made possible in recent years to expand the transport supply and to deliver a positive passenger experience.

Transdev's answer

High quality operation

- › Thanks to a close and strong collaboration with the Public Transit Authority (UL), Transdev has been able to be proactive in providing a complete solution.
- › Transdev has regular contact and good relations with UL and every other stakeholders involved in train operation, from maintenance to infrastructure.
- › Transdev suggests innovations to UL that fit their needs and expectations.
- › The quality of the partnership with the PTA has been possible due to a local team with strong,

clear prerogatives and deep-seated knowledge of Upptåget's history.

- › Since March 2018, the TD app Transdev MinArbetsdag helps train drivers and train attendants see all information they need about their working hours, working teams and also about the train they will operate. This app simplifies Transdev's employees, daily work.
- › In Autumn 2018, Transdev will introduce smart-driving, a program for eco-driving that reduces energy consumption while increasing passenger comfort and reducing stress for drivers.

Results

- › Overall Customer Satisfaction 9.0/10 in 2017 (Onboard staff: 9.2 / Punctuality One-time performance: 95% / Delivery from maintenance: 99.9%).
- › A booming ridership:
 - Each year, 10 to 15% more travelers choose Upptåget.
 - From 600,000 passengers in the first years to 4.3 million passengers in 2017.

Bavaria (Germany)

REGIONAL EXPRESS - MERIDIAN Customer service excellence



Contract facts

TRANSIT AUTHORITY
BEG (Bayerische Eisenbahngesellschaft)

OPERATOR
Bayerische Oberlandbahn GmbH

CONTRACT START
2013

CONTRACT DURATION
12 years

Key figures

SYSTEM
3 lines
261 km of track
41 stations

RIDERSHIP
15 million passengers/year

KILOMETERS TRAVELED
4.8 million km/year

VEHICLES
35 FLIRT electrical multiple units

STAFF
180 employees

Context

The Bayerische Oberlandbahn GmbH started operations for the so-called "E-Netz Rosenheim" in Bavaria on the 15th of December 2013 by introducing the new brand Meridian. Three lines originating in Munich serve the main cities in the region Salzburg, Kufstein, Holzkirchen and Rosenheim, and over 30 stations along the lines enhance regional connections and development.

Transdev's answer

Improved customer service

- › 50% more frequent and regular departures.
- › Access to a greater number of stations, most notably in major cities and touristic areas.
- › Improved connections with the introduction of non-stop express trains.
- › Extensive customer service training for all employees.
- › More spacious and well-lit onboard compartments.
- › A variety of customer amenities including onboard service areas, space for luggage, strollers and bicycles, and the ability to reserve seats.

Greater passenger capacity

- › 35 modern electrical multiple FLIRT units.
- › 7 three-car units, 59 meters long with 158 seats.
- › 28 six-car units, 107 meters long with 333 seats.
- › Maximum of three attached vehicles (total of 999 seats).

Objectives

A necessary revitalization of this southern German railway network by setting a number of ambitious goals:

- › Increase departure frequency and improve customer service quality especially pertaining to onboard comfort and information;
- › Improved capacity and times of departure;
- › Introduce a new brand and build a solid reputation;
- › Utilize innovative and efficient sales channels.

Innovative and strong sales channels

- › Variety of different sales channels to provide several possibilities for ticket sales (ticket vending machines, online, on board, customer centers, and partners).
- › 68 ticket vending machines with an easy-to-use interface developed by external consultants placed at every station along the network.
- › Strong customer commitment with 10 sales offices and onboard staff, and a Customer Service Center open 24/7.
- › Co-operation with other operators such as DB AG, ÖBB, SVV and MVV to meet needs regarding ticket products and prices.
- › Focused marketing actions to approach high revenue target groups through multiple channels.

Results

- › 90.5% on-time performance in 2017.
- › Improved satisfaction: on a scale of 1 to 5 (1 being «Excellent»)
 - Overall customer satisfaction has reached a score of 3.2;
 - Staff friendliness has reached a top score of 2.9.

Saxony (Germany)

MITTELDEUTSCHE REGIOBAHN Rebuilding a brand in Saxony



Contract facts

TRANSIT AUTHORITIES

For lines RE 6 and RB 110:

> Zweckverband Verkehrsverbund Mittelsachsen (ZVMS)

> Zweckverband für den Nahverkehrsraum Leipzig (ZVNL)

For Elektronetz Mittelsachsen - EMS:

> Zweckverband Verkehrsverbund Mittelsachsen

> Zweckverband Verkehrsverbund Oberelbe

> Zweckverband ÖPNV Vogtland

> Bayerische Eisenbahngesellschaft GmbH

> Land Brandenburg

OPERATOR

Transdev Regio Ost GmbH, Bayerische Oberlandbahn GmbH and Transdev

Mitteldeutschland GmbH

All lines are operated under a single Transdev brand:

Mitteldeutsche Regiobahn.

CONTRACT START

RE 6: Dec 2015

RB 110: June 2016

EMS: June 2016

For 8 years in average

Key figures

SYSTEM

5 lines, 463 km of track, 84 stations

KILOMETERS TRAVELED

EMS: 5.7 million km/year

RE 6: 1.05 million km/year

RB 110: 0.95 million km/year

VEHICLES

EMS: 29 Coradia Continental EMUs

RE 6: 4 diesel locomotives and 21 coaches

RB 110: 5 Talent DMUs,

5 Regioshuttle DMUs

and 2 LINT DMUs

STAFF

210 employees

Context

Mitteldeutsche Regiobahn (MRB), a Transdev brand, managed the successful launch of fast trains operations on the RE 6 Leipzig-Chemnitz line in December 2015, after which it extended its activities throughout the E-Netz Mittelsachsen network as well as on the RB 110 train line. MRB consolidates hence its position as the largest private rail operator in Saxony, with two routes running from Leipzig Central Station and four through Chemnitz Hbf, connecting Dresden, Elsterwalda, Döbeln, Zwickau and Hof.

Transdev's answer

Experiencing a greater customer service

With the start of Elektronetz Mittelsachsen operations, activities of Mitteldeutsche Regiobahn in Saxony. The ambitious revenue targets will be achieved:

> Through new modern and comfortable EMUs 29 factory new Coradia Continental EMUs with the introduction of highest quality standards in customer service.

> Intense marketing activities and developing attractive ticket pricing.

Objectives

- > Modernizing the image of the Mitteldeutsche Regiobahn brand: RE 6 is operated with more than 25-year-old coaches versus factory new EMUs in EMS.
- > Best usage of vehicles on EMS, owned by the PTA.
- > Meet ambitious revenue goals as established in net contract.
- > Rebuilding of the brand and creating customer awareness in large parts of Saxony.
- > Manage relationship with 5 different PTA partner in the area of Elektronetz Mittelsachsen EMS.

- > Onboard service and convenient sales channels 100% of trains accompanied by service staff. Establishment of 4 Mitteldeutsche Regiobahn Customer Centers from January 2017: Chemnitz, Glauchau, Flöha, Zwickau. 8 sales agencies: Auerbach, Burgstädt, Döbeln, Grimma, Mittweida, Hohenstein-Ernstthal, Plauen and Reichenbach. Use of modern ticket vending machines.

Results

- > With the start of Elektronetz Mittelsachsen operations, activities of Mitteldeutsche Regiobahn in Saxony have more than tripled.

Bremen (Germany)

REGIO-S-BAHN - COMMUTER RAIL Creating state-of-the-art train services



Contract facts

TRANSIT AUTHORITY

- > Land Niedersachsen Transport Authority Hannover (LNVG)
- > Senate of Bremen City

OPERATOR

NordWestBahn
(Transdev 100%)

CONTRACT START

2010

CONTRACT DURATION

11 years

Key figures

SYSTEM

4 lines
270 km of track
57 stations

KILOMETERS TRAVELED

5 million train km/year

RIDERSHIP

18.5 million passengers/year

VEHICLES

35 trains Alstom Coradia
Continental

STAFF

150 employees

Context

In December 2010, the NordWestBahn started operating the Regio-S-Bahn on behalf of the Senate of Bremen and the Land Niedersachsen Transport Authority (LNVG). With its four lines, the entire route network of the Regio-S-Bahn covers 270km around the metropolitan area of Bremen. The electrically powered vehicles Coradia Continental travel 5 million kilometers each year. They offer not only a reliable transportation for the urban area of Bremen, but connect the city with Oldenburg and Bremerhaven.

Transdev's answer

Make public transit an alternative

- > Reduce journey times by using fast vehicles.
- > Improve punctuality.
- > Close clock gaps.
- > Make some destinations more appealing to tourists: expand the route network and improve connections.

Achieve high customer satisfaction

- > Increase clock frequencies.
- > Manage a customer center at Bremen main station.
- > Operate new and modern railcars.
- > Ensure a service provided by well-trained, friendly service staff.

Objectives

As a central part of the urban and regional public transit around Bremen, the NordWestBahn had to face various tasks at the start of operation:

- > provide a reliable mix between regional and urban public networks;
- > raise the attractiveness of public transit in the metropolitan area of Bremen, Oldenburg and Bremerhaven;
- > achieve high customer satisfaction;
- > increase ridership;
- > fulfill high demands in accessibility for mobility-impaired travelers;
- > introduce the new brand "Regio-S-Bahn".

Accessibility for mobility-impaired travelers

- > Collaboration with disabled rights organizations for the vehicle concept.
- > Accessible bathrooms and spacious multi-purpose areas.
- > Family-friendly design of trains and customer service.

Results

- > Average punctuality rate of 93.89%.
- > Competence of service staff assessed by customers with a satisfaction value of 1.7; review of kindness and courtesy with 1.8 by travelers. General customer satisfaction

- assessed with a mark of 2.2 (on a scale of 1 to 5, 1 being "Excellent").
- > Trains and customer service awarded with the certificate "family friendly service" by the German Child Protection Agency.

VTMI (USA)

EXPERTS IN RAIL MAINTENANCE AND INFRASTRUCTURE - Delivering systems, technologies and businesses processes



Deployment

ATLANTA, GA

Metropolitan Atlanta Rapid Transit Authority
MARTA Rail and Tie Rehabilitation

LONG BEACH, CA

Port of Long Beach Pier F Upgrade

SAN DIEGO, CA

San Diego Association of Governments
MTS San Diego Trolley Infrastructure Works

PERRIS VALLEY, CA

Riverside County Transportation Commission
Perris Valley Line Extension

WESTERN UNITED STATES

BNSF Railways Welding and Training

LOS ANGELES, CA

Southern California Regional Rail Authority
Metrolink maintenance

BURBANK, CA

Caltrans Empire Avenue District 7 Network Upgrade

HOUSTON, TX

Metropolitan Transportation Authority
METRO Light Rail Project Development and Oversight

AUSTIN, TX

Capital Metro Transportation
CAPMETRO Rail and Tie rehabilitation

MIAMI, FL

South Florida Regional Transportation Authority
Tri-Rail Maintenance

Challenge

Cities and regions face increasing demands for well-managed, cost-effective and high quality public transportation. Within this context the reliance on rail services has grown tremendously primarily due to worsening traffic congestion in urban areas. In the United States, Transdev supports transit authorities in their mobility projects by offering rail infrastructure development and maintenance expertise through its wholly owned American subsidiary VTMI.

Transdev's answer

VTMI provides an integrated collection of railroad maintenance, project oversight, and construction services. Clients include both freight and passenger rail. VTMI has extensive experience and a track record of delivering top quality as both prime and subcontractor under various contractual frameworks including:

- › Design-Build;
- › Design-Build-Operate-Maintain;
- › Design-Bid-Build;
- › Project Management.

Improves, replaces and adds rail infrastructure, including:

- › New track construction;
- › Rehabilitation of existing infrastructure;
- › Special track-work and grade crossings;
- › Capacity improvements;
- › Certified bridge inspection & repair;
- › Utility installation and modification.

Offer a full range of Maintenance of Way services:

- › Inspection and compliance reporting;
- › State of good repair assessments;
- › Track and structure repair and maintenance;
- › Signage and fence installation and repair;
- › Weed abatement, vegetation removal and pest control.

Leveraging knowledge and expertise:

Extensive project management and construction services:

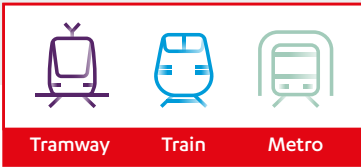
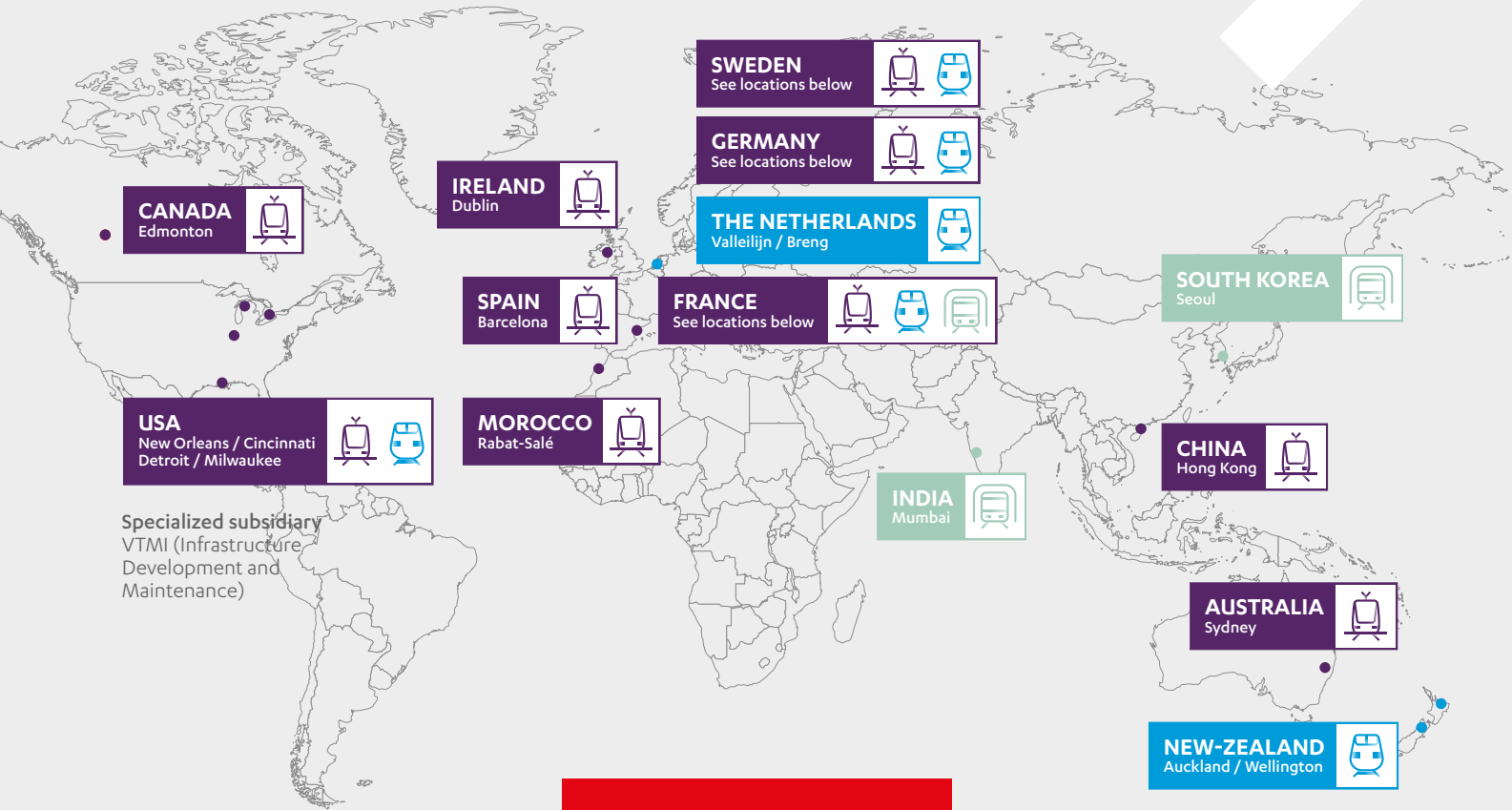
- › State-of-the-art equipment;
- › Experienced crews;
- › Strong and positive safety record;
- › Rigorously managed budgets and cost control;
- › Excellent regulatory compliance;
- › Proven quality assurance programs.

VTMI is dedicated to serving client needs by managing projects and teams at night to minimize revenue service disruptions.

A committed safety culture

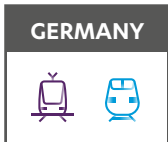
Safety and compliance training is extensive and includes CWR Training, Roadway Worker, NORAC, MOW, GCOR, FRA CFR Part 213, PTC and more. At Transdev, we work every day to assure uncompromising safety of our passengers and employees. We are relentless in our ongoing pursuit of world-class safety and are committed to continually elevating our performance.

The Transdev Rail World



Our operations:

- 20 Tramways/Street Cars
- 2 Tram-trains
- 31 Passenger Rail
- 1 Touristic Train
- 3 Metros



Specialized subsidiaries
Transamo
(Consultancy and Project Management)